

APPENDIX 2:

Q2 2023/24 update on the council’s current Strategic Risks linked to Strategy, Finance & City Regeneration Committee

Risks are prioritised by assigning a rating between 1 and 5 to the likelihood (L) of the risk occurring, and the potential impact (I) should it occur. These are then multiplied to provide the risk score; the higher the result of  $L \times I$ , the greater the risk. e.g.  $L4 \times I4$  which denotes a Likelihood score of 4 (Likely) x Impact score of 4 (Major), which gives a total risk score of 16.

LIKELIHOOD	Almost certain (5)	5	10	15	20	25
	Likely (4)	4	8	12	16	20
	Possible (3)	3	6	9	12	15
	Unlikely (2)	2	4	6	8	10
	Almost impossible (1)	1	2	3	4	5
		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
		IMPACT				

A colour coded system, like the traffic light system, is used to distinguish risks that require intervention. Red risks are the highest (15-25), amber risks are significant (8-14), yellow risks are moderate (4-7), and then green risks are lowest (1-3).

The Strategic Risk Register (SRR) mostly includes Red and Amber risks. Each strategic risk has a unique identifying number and is prefixed by ‘SR’ representing that it is a strategic risk.

Each risk is scored twice with an Initial ‘Current’ level of risk and a Revised ‘Target’ risk score:

The Initial ‘Current’ Risk Score reflects the Existing Controls already in place under the ‘Three Lines of Defence’ methodology. This represents good practice as it identifies the First Line – Management Controls; Second Line – Corporate Oversight; and Third Line – Independent Assurance and the currency and value of each control in managing the risk. Therefore, the Initial Risk Score represents the ‘as is’ position for the risk, taking account of existing controls.

The Revised ‘Target’ Risk Score focuses on the application of time and/or expenditure to further reduce the likelihood or impact of each risk. It assumes that any future Risk Actions, as detailed in risk registers, will have been delivered to timescale and will have the desired impact.

The Risk Owners are asked to consider the 4Ts of Risk Treatments – Treat, Tolerate, Terminate, Transfer. Risk actions should reduce the likelihood and/or impact – if neither are true, there will not be any reason to undertake the action.

Strategy, Finance & City Regeneration Risk List: October 2023

Risk Nos.	Risk Title	Current Risk Score & Direction of Travel	Target Risk Score & Direction of Travel	Risk Owner
SR25	Insufficient organisational capacity or resources to deliver all services and respond to changing needs and changing circumstances	25 5 x 5 ↑	20 5 x 4 ↑	Chief Executive
SR02	The Council is not financially sustainable in the medium term	20 5 x 4 ↔	16 4 x 4 ↔	Chief Finance Officer
SR10	Corporate information assets are inadequately controlled and vulnerable to cyber attack	16 4 x 4 ↔	12 3 x 4 ↔	Chief Executive
SR18	The organisation is unable to deliver its functions in a modern, efficient way due to the lack of investment in and exploitation of technology	16 4 x 4 ↔	12 3 x 4 ↔	Executive Director GPR
SR32	Challenges in ensuring robust & effective health & safety measures, leading to personal injury, prosecution, financial losses, or reputational damage	16 4 x 4 ↔	12 3 x 4 ↔	Director HR & OD
SR24	The council is unable to provide an effective welfare support response to households facing financial hardship.	12 4 x 3 ↔	9 3 x 3 ↔	Chief Finance Officer
SR30	Not fulfilling the expectations of residents, businesses, government, and the wider community that Brighton & Hove City Council will lead the city well and be stronger in an uncertain environment	12 3 x 4 ↔	8 2 x 4 ↔	Chief Executive

Risk Code	Risk Description	Responsible Officer	Risk Category	Initial Rating	Revised Rating
SR25	Insufficient organisational capacity or resources to deliver all services and respond to changing needs and changing circumstances	Chief Executive	Strategy, Finance & City Regeneration Committee	25	20
				L5 x I5	L5 x I4
<b>Causes</b>					
<p>The capacity required to deliver services is impacted by a number of internal and external factors which include:</p> <ul style="list-style-type: none"> <li>- Budget pressures caused by reductions in Local Government funding</li> <li>- Increasing demand for services across the council and partner organisations; e.g. cost of living, increased stakeholder expectations</li> <li>- Cuts to the workforce in previous years reduced the number of management tiers so more reliance on certain individuals (SPOF)</li> <li>- The need to adapt to new technologies increases the skills gap for the organisation</li> <li>- Failure to fully realise benefits from digital</li> <li>- A challenging industrial relations environment.</li> <li>- Difficulty of retaining and recruiting the right staff with the right skills to key posts</li> </ul>					
<b>Potential Consequence(s)</b>					
<ul style="list-style-type: none"> <li>• Failure to deliver required changes in the organisation</li> <li>• Negative impact on fulfilment of actions to improve equalities and other statutory duties</li> <li>• Personal resilience tested by increased workloads, different ways of working and less certainty leading to potential stress and sickness</li> <li>• More stressful workloads can lead to people leaving or retiring earlier</li> <li>• Less ability to be agile and flex to the organisation's needs, drive high quality services and increased performance</li> <li>• Less resilience as an organisation</li> </ul>					
<b>Existing Controls</b>					
<p>First Line of Defence: Management Controls</p> <ol style="list-style-type: none"> <li>1. Decision making through the budget process includes effective consideration of resources to deliver on priorities</li> <li>2. Support from corporate services to support the modernisation programme</li> <li>3. Management capacity and capability being enhanced by Leadership Performance Management processes and Development Programme, and support delivered via the Leadership Network.</li> <li>4. Staff Survey data is analysed and priority actions agreed with key stakeholders, with plans in place to manage these.</li> <li>5. Business Planning process including Directorate Plans, and KPIs to identify key priorities with named responsible officers, and plans kept under review to manage capacity.</li> <li>6. HR Business Partners support Directorate Management Teams (DMTS) to monitor people related data including staff absence compliance with people related processes such as 121s, return to work interviews, and wider data insight to</li> </ol>					

indicate where there are issues of capacity.

7. A robust wellbeing offer is in place, designed to address all wellbeing needs.
8. There is a dedicated role for Trade Unions Relations.

**Second Line of Defence: Corporate Oversight**

1. Executive Leadership Team (ELT) lead delivery of governance arrangements and oversee Gateway process for requests for new resources.
2. Corporate Delivery Modernisation Board (CMDDB) and Directorate Modernisation Boards have oversight of a portfolio of modernisation projects and programmes enabling increased organisational capacity such as ICT infrastructure, Business Improvement, Workstyles, People and Culture Change, including the Future Ways of Working, Our People Promise and Fair and Inclusive Workplace programmes.
3. Constitutional Working Group input to streamline governance arrangements and structure
4. ELT and City Management Board exchange details of working arrangements and changes to key personnel across organisations.
5. Policy & Resources Committee has oversight of key policy priorities.
6. Corporate Equalities Delivery Group oversees the delivery of the Fair & Inclusive Action Plan and links with Directorate Equalities Delivery Groups
7. Regularly reviewed by A&S Committee.

**Third Line of Defence Independent Assurance:**

1. Local Government Peer Review 2017 focused on Leadership and Industrial Relations.
2. Internal Audit
  - \* 2021/22: Performance Review Compliance - PDPs and 1 to 1s (Partial Assurance), Agency Staff Contract (Reasonable Assurance)
  - \* 2020/21: Recruitment (Reasonable Assurance), Working Time Directive (Partial Assurance)
  - \* 2018/19: Personal Service Companies and Use of Consultants (Reasonable Assurance), Wellbeing Project (Substantial Assurance)

Reason for Uncertainty in Effectiveness of Controls: Decisions on priorities and resources could impact on the capacity of officers' to deliver on all priorities identified, whilst maintaining services

Risk Action	Responsible Officer
Deliver the Fair and Inclusive Action Plan with oversight from CEDG	Deborah Totney

**Comments:**

Modernisation funds have been secured to continue to progress this work through to March 2023 as part of the wider Our People Promise programme. The Fair and Inclusive Action Plan (FIAP) now has five workstreams including Accountability & Consequences, Learning & Development, Recruitment, Retention and Progression, Community Engagement and Communication and Service Delivery. Priority actions to achieve a workforce that is representative of our communities at all levels includes a range of activities delivered by the HR Diversity Recruitment Consultant including insight programmes for community groups, inclusive recruitment training for managers and targeted support for individual recruitments

as well as reviews of our policies that impact recruitment and progression opportunities. A new Diverse Talent programme was launched in January 2022 for BME staff employed at grades 3-6 and this will run again in Spring 2023. This work is aligned to the council's Anti-racism strategy and will address disproportionate outcomes of the recruitment process, such as BME applicants being less likely to be successful through the process when compared with all applicants. A Diverse Future Leaders programme is being developed for launch in January 2024 which will be open to staff groups who are not proportionately represented in roles graded M8 and above, currently BME, White Other and disabled. Actions to improve the experience of disabled staff as reported in the Staff Survey 2021 has included improving the workplace adjustments process and increasing disability awareness training across the organisation; this work is also being reviewed to align with the council's Accessible City Strategy. Measures of success: Deliver specified and non-cashable benefits for the project/programme (March 2024). 3% improvement in staff survey results against 'The organisation feels like a fair and inclusive place to work' (Staff Survey – May 2021, to be measured in survey Autumn 2023). The work continues to be developed, implemented and progressed in collaboration with our staff networks and trade unions. It is reported and tracked through the Our People Promise Board which is chaired by the Director HROD, as well as oversight from the Corporate Equality Delivery Group, chaired by the Chief Executive.

Deliver the Future Ways of Working Programme, which includes new use of technologies and accommodation with oversight from Programme Board

David A Jones

Comments:

October 2023: 80% progress. The significant amount of initial work to consider our future ways of working, pilots and engagement is being used to ensure we take advantage of new ways of working established during Covid-19 and continues in Phase 2 of the programme. This is to maximise potential efficiencies in how we use our resources and by building an employment offer that:

1. delivers to our customer
2. provides value for money
3. supports staff wellbeing
4. is inclusive and accessible
5. makes us an employer of choice
6. considers our carbon footprint and
7. supports our members.

New ways of working continue to be designed to improve customer experience and streamline the use of resources. New technologies and M365 digital tools to support collaboration and flexible working in the way staff work so there is more choice and flexibility in the way they work and how time can be spent more efficiently (for example, less travel and less duplication). Our future ways of working continues to be developed in partnership with staff representatives and worker forums. The new workplace design is informed by the collaboration pilot, focus group feedback and staff engagement that will be used to underpin the blueprint for office space of the future. The service parameters and team agreements have been used since the wider return to the office (September 2021) with further guidance and support to bed-in the practice. There was a review of our

office usage (June 2022) and staff profiling (October 2022) which has enabled the proposed lease of Barts floors 3 and 4 (pending, was Spring 2023) with teams moving to Hove Town Hall (complete). Occupancy study for 2023 (complete) and Staff profiling for 2023 (pending) will inform accommodation demand.

Plans are imminent from Workstyles to deliver improvements to the workplace offer and hybrid meeting equipment (October to December) in support an activity based model. A digital learning framework for staff and Digital inclusion plan is being finalised after pilot for non-office staff (complete). Insight from the programme will contribute to the Accommodation Strategy going forward (Operational accommodation strategy noted not agreed at 16 Mar P&R).

Potential changes to scope and service-led model with new Administration could see some reduction in expected non-cashable benefits of flexible working including hybrid working (engagement and mitigation in place).

Deliver the Our People Promise Strategy with oversight from People Promise Board

Kenneth Simpson

Comments:

Modernisation funds have been secured to continue to progress this work through to March 2024. Our People Strategy has now been completed and approved by SFCR Committee in October 2023. This will drive the programme of work for the period 2023 to 2027 that will deliver on Our People Promise. The strategy is structured around 5 strategic priorities aligned to Our People Promises. Future Ways of Working and the Fair and Inclusive Action plan are strongly linked into the strategy and are reported as separate risk actions. The strategy also aligns with the new Council Plan and other key corporate strategies such as DDAT, Accommodation, Customer, MTFS etc. The strategic priorities and examples of actions currently underway are:

Priority 1 - Recruiting and rewarding well, with flexible paths for progression

- Implementing a new recruitment model to provide professional and strategic support that explores and develops innovative and modern methods of attraction and selection and ensures that managers are upskilled.
- Implementing a clear process for workforce planning.
- evaluating the potential for a job families framework to underpin the development of career pathways.

Priority 2 - Great performance supported by the right development

- Review and roll out of mandatory training via new LMS
- reviewing performance management processes
- embedding new leadership behaviours into recruitment, appraisal and development processes.

Priority 3 - A fair and inclusive workplace, where everyone feels a sense of belonging

- The people strand of the Fair and Inclusive Action Plan is fundamentally linked to this priority and the FIAP is reported as a separate risk action.

Priority 4 - A safe and healthy working environment that supports wellbeing  
 - Implementing our Health & Safety strategy to improve risk management and the safety culture of the organisation  
 - Reviewing and developing our approach to the prevention and support of mental health in our workforce

Priority 5 - A culture and ways of working that provide a great place to work  
 - The Future Ways of Working Programme is fundamentally linked to this priority and this is reported as a separate risk action.

Next steps include:

1. Obtain approval of Our People Strategy at Strategy, Finance and City Regeneration Committee (Director of HROD, October 2023) COMPLETED
2. Review wellbeing offer and activity following staff survey results (HR Lead Consultant , December 2023)
3. Reboot governance and performance monitoring of the new year 1 action plan delivering actions under Our People Strategy. (Head of HR - Reward, Policy and Strategy, September to December 2023) UNDERWAY.
4. Establish the KPIs and targets for performance monitoring of the delivery of Our People Strategy (Head of HR, Reward, Policy and Strategy, December 2023).
5. Commence planning and development of action plan for year 2 informed by staff survey results and other stakeholder engagement (2024/2025) – (Head of HR – Reward, Policy & Strategy) November 2023 to March 2024

Measures of success: Delivery of actions in the Year 1 action plan of Our People Strategy. Improvement against the relevant KPIs that are yet to be confirmed.

Robust processes to review committee work programme and to track committee decisions to enable adequate preparation time

Elizabeth Culbert

Comments:

March 23 update: Attended ELT to show the Work Programme and encourage its use. Plan to have on agenda at monthly meeting with Members to enable oversight of decisions coming up.

Action Logs implemented to assist with tracking Committee decisions.

September 2023 update: Committee Work Programme now a monthly agenda item for ELT and Policy Chairs. Decision Tracker under development.. Constitution Review will impact, hence revised timeline.

Risk Code	Risk Description	Responsible Officer	Risk Category	Initial Rating	Revised Rating
SR2	The council is not financially sustainable in the medium term	Chief Finance Officer	Strategy, Finance & City Regeneration Committee	20	16
				L5 x I4	L4 x I4
<b>Causes</b>					
<p>Reductions in central government funding continued through to 2020 under various Comprehensive Spending Reviews. The changes to local government funding introduced in 2013/14 also transferred greater risks to the council, particularly in relation to Business Rate valuation appeals. There is a cumulative impact of reductions in government funding to other public agencies in the city. The greatest risks are from the potential ongoing economic impacts of Covid-19, increasing cost and demands across demand-led services such as social care and homelessness, and rising inflation and cost of living implications.</p> <p>Medium Term Service and Financial Planning was introduced in 2016/17 but two successive one-year local authority financial settlements in 2019 and 2020 made longer term planning difficult. A 4-year planning period has been re-introduced following the 2021 Spending Review announcement and a more comprehensive MTFS will be developed in 2022/23. However, forecasting the Medium-Term Financial Strategy will remain challenging given the continuing uncertainty in funding and taxation levels and the added dimensions of the pandemic and rising inflation. There is also increased uncertainty until HM government determines its long-term approach to Local Government Finance, including the Fair Funding Review, potential reform of business rates and Council Tax, and the funding of social care.</p>					
<b>Potential Consequence(s)</b>					
<p>The council will need to adapt to the financial impact of inflation, current economic conditions and the cost of living crisis, and continue robust financial planning in a highly complex environment. Failure to do so could impact on financial resilience and mean that outcomes for residents are not optimised.</p>					
<b>Existing Controls</b>					
<p>First Line of Defence: Management Controls</p> <ol style="list-style-type: none"> <li>Ongoing review of the adequacy of risk provisions and reserves to support the medium-term budget strategy and to support financial resilience.</li> <li>Medium term resource projections (MTFS) and estimates of demographic and other changes in costs to ensure that budget shortfalls (gaps) are identified ('outed') at the earliest opportunity and planning can begin at an early stage to address predicted gaps including identification of taxation strategies and savings programmes and options.</li> <li>Savings proposals and options are developed in the context of Corporate Plan priorities ('Guideline Criteria') and budget categorisation (e.g. statutory v discretionary budgets).</li> <li>Consultation and engagement with the Leadership (member oversight), cross-party Budget Review Group and partners (particularly the NHS ICS) for development and approval of the annual budget led by the Executive Leadership Team (ELT) and the Chief Finance Officer (CFO).</li> <li>Targeted Budget Management (TBM) Month 7 (October) and month 9</li> </ol>					



(December) projections are undertaken to accompany the 'draft' (Nov/Dec) and 'final' (Feb) budget reports to Policy & Resources Committee (and Budget Council) to ensure in-year trends and pressures, and capital programme implications, are reflected in resource projections and budget setting.

6. Taxbase forecasts and projections are updated and reflected in the Medium-Term Financial Strategy (MTFS) and annual budget proposals and reported by the statutory deadline (31 January).

7. Investment requirements are reviewed and funding flexibility identified to ensure delivery of modernisation and invest-to-save proposals.

\* Key control: annual revenue and capital budgets are approved by Budget Council in February with a balanced budget, 'funded' capital programme, and a clear plan to contribute to or replenish reserves or the working balance where required;

\* TBM Monitoring regime includes RAG rating of budget performance with an escalating scale of scrutiny and intervention where continued overspending is evident. Interventions focus on development of Financial Recovery Plans approved and monitored by the CFO but can ultimately include 'special measures' such as specific financial management or vacancy controls.

Corporate Modernisation Delivery Board in place includes oversight of critical savings programmes that support the council's current and medium term financial position.

#### Second Line of Defence: Corporate Oversight

1. Modernisation portfolio monitored by the Corporate Modernisation Delivery Board (CMDB).

2. Close alignment of Corporate Plan priorities with the annual budget and Medium-Term Financial Strategy (MTFS) demonstrated by aligning investments to the 6 Corporate Plan priorities and testing savings against a prioritisation and budget categorisation matrix.

3. Regular monitoring and review by Policy & Resources (P&R) Committee of the MTFS assumptions, the impact of legislative changes; cost and demand pressures; savings programmes; and income, taxation and grant assumptions through TBM reporting and various budget reports (Jul, Nov/Dec, Jan and Feb).

4. Reporting to P&R of Medium Term (4-year MTFS) budget projections to engender a longer-term view and budget planning.

5. Ongoing review and challenge of value for money primarily supported by the external audit review and other independent advice or peer review (LGA) where appropriate.

6. The cross-party Budget Review Group periodically reviews TBM performance and Treasury Management performance.

7. The Administration's Leader and Finance Lead/s provide challenge and steer for the development of budget proposals by officers.

8. Oversight of pooled funds and integrated arrangements through separate governance arrangements including Health & Wellbeing (HWB) Board and BHCC - NHS officer meetings.

#### Third Line of Defence: Independent Assurance

1. Annual review of Value for Money (VfM) arrangements by the External Auditor leading to an opinion in the annual audit report. The last review (2021/22) concluded there were no governance issues to report and arrangements to secure VfM and the council's use of resource were reasonable. However, a significant

weakness in terms of financial resilience was identified resulting in a 'Key Recommendation' to improve financial sustainability. This was considered by the Audit & Standards Committee on 24 January 2023 including the management response.

2. Internal audit reviews:

Internal Audit reviews on all aspects of financial management, governance and reporting are undertaken on a rolling basis to provide management with assurance and recommendations for improvements.

\* 2022/23: Treasury Management (Substantial Assurance) ; Revenue Collection and Banking (Reasonable Assurance)

\* 2021/22: Accounts Payable (Reasonable Assurance), City Clean Expenditure (Reasonable Assurance), Capital Programme (Reasonable Assurance); Account Receivable (Reasonable Assurance) ; Revenue Budget Management (Reasonable Assurance) ; Council Tax (Reasonable Assurance) ; Payroll (Reasonable Assurance) ; Housing Rents (Partial Assurance )

\* 2020/21: Budget Management (Substantial Assurance), Payroll (Reasonable Assurance), Business Rates (Reasonable Assurance), Accounts Receivable (Partial Assurance), Council Tax (Reasonable Assurance).

\* 2019/20: Main Accounting System (Substantial Assurance), Treasury Management (Reasonable Assurance), Purchasing Card System (Reasonable Assurance), BACS Payment Arrangements (Reasonable Assurance), Care Payments (Substantial Assurance), Adult Social Care Income (Reasonable Assurance), Housing Rents (Reasonable Assurance).

Reason for uncertainty of the effectiveness of controls: This primarily relates to the uncertainty of future resources and the government's continued practice of issuing one-year financial settlements for Local Government (2023/24 is the 5th one-year settlement in a row). This hampers longer term planning alongside other contemporary uncertainties including the inflation, interest rate and general economic outlook.

Risk Action	Responsible Officer
Continue to monitor impact of health sector reforms, including development of the Integrated Care System (ICS) and associated financial implications.	Nigel Manvell

Comments:

Nov-23: Meetings with the Sussex Care & Health Chief Executive and Chief Operating Officer and the council's Chief Executive and Director of Adult Services (DAS) are in place to ensure alignment of resource and budget planning processes as far as possible.

3-year agreement on joint funding of S117 mental health cases signed off. Further progress toward ensuring a 50:50 share of costs with the NHS (in common with most authorities) is being made and is close to sign off.

Development of the new Integrated Care System (ICS) and ICPs is in train including council membership of the Integrated Care Board which considers joint funding and commissioning, preventative approaches and improving the management of hospital discharge.

NHS capital funding of facilities for complex cases transferring from long stay hospitals (TCP) and out of area is in negotiation alongside development of

business cases for appropriate housing solutions to reduce long term costs. Similarly, redevelopment of Knoll House, which will include local provision for ABI placements, is underway including discussions with the NHS regarding continuing care funding.

Monthly reporting of the council's element of the risk share of S75 partnerships is provided via the Targeted Budget Management framework.

Pro-actively monitor future legislation in order to include potential service impacts within medium-term resource planning

Nigel Manvell

Comments:

Nov-23: This is an ongoing process and includes everything from monitoring potential bidding opportunities to understanding the potential impact of government White Papers and changes in legislation. For example, the council is currently working to understand the potential impacts of:

- The Environment Act 2021 particularly in relation to food waste collection;
- The government decision to transfer LEP functions and assets to Upper Tier local authorities;
- Changes to the management and funding of UASC and other refugees (e.g. Ukrainians)
- The Social Housing (Regulation) Act, particularly in relation to health and safety management.

Where these are quantifiable they are built into the Medium Term Financial Strategy alongside any announced or assumed government funding including 'new burdens' funding.

Last Updated: 22/08/2023

Work with the Administration to develop a strategic approach that enables a sustainable 4-year plan to provide greater clarity to services over the medium-term

Nigel Manvell

Comments:

Nov-23: A Budget Resource update and Budget Planning framework for managing the 2024/25 budget setting process was provided to the July Strategy, Finance & City Regeneration Committee and approved by members.

This set out a multi-stranded approach to developing the 2024/25 budget including:

- Reviewing the current Capital Programme and future requirements;
- Reviewing associated capital financing budgets;
- Focusing on addressing Service Pressures, particularly across demand-led, statutory services which are causing the authority's greatest financial challenges;
- Aiming for minimum efficiencies or cost reduction of 5% across all in-house services;
- Developing other savings opportunities as normal ranging from new income sources to fees & charges increases to procurement and commissioning economies;
- Exploring the potential for invest-to-save business cases that could provide revenue savings in the short to medium term;
- Exploring external fundraising opportunities;

- Utilising comparative data and benchmarking to focus attention on areas where similar authorities provide services at comparatively lower cost with acceptable outcomes and using this to determine what type of reviews (including external peer reviews) to undertake;

- Utilising budget analysis (e.g. Budget Categorisation) to review the council's budgets and spending with a view to prioritising spend on critical services. The various elements of the budget process ('lines of enquiry') have appointed lead officers and specific timelines and are supported by appropriate templates for presentation and data capture.

A Budget Planning report was discussed by Corporate Modernisation Delivery Board on 16 August setting out how the 2024/25 Budget Process can be managed.

A further report to ELT on 23 August sets out detailed Budget Planning guidance including indicative savings targets for each directorate together with more information on developing and capturing budget proposals for corporate (ELT) review and reporting to the Administration and (ultimately) Budget Council.

Weekly budget meetings are in place with the Lead Member for Finance and the Leader of the Council. Budget development is also a weekly item on ELT/CMDB agendas and will be covered regularly at Policy Chairs.

'First Cut' budget proposals have been developed to address the 2024/25 Budget Gap and these have been shared with Administration in draft form.

The workstreams above continue and are due to finalise during November.

The government's Autumn Statement is due to be announced on 22 November and a briefing will be provided shortly after.

Risk Code	Risk Description	Responsible Officer	Risk Category	Initial Rating	Revised Rating
SR10	Corporate information assets are inadequately controlled and vulnerable to cyber-attack	Chief Executive	Strategy, Finance & City Regeneration Committee	16	12
				L4 x I4	L3 x I4

#### Causes

BHCC is highly dependent on its digital information asset (more than 300 business systems containing 10's of millions of records and more than 20 million inbound and outbound emails a year).

This asset is vulnerable to cyber-attack from several threat actors including employees, cyber criminals, hackers and to some extent foreign states. In addition to an intentional cyber-attack, the sensitive information (personal citizen information or corporate sensitive information) is vulnerable to accidental loss or accidental publication.

The growing volume of digital information (compounded by the tendency to over retain information), the pervasiveness of digital technologies and sophistication of cyber threat requires a constantly evolving approach to cyber security, Information Governance (IG) and Information Management to combat this threat. The ways of working adopted during the current Covid-19 (C-19) pandemic heightens this risk and would make recovery more challenging.

#### Potential Consequence(s)

- A successful large-scale cyber-attack could halt the entire operation of the organisation. A successful medium scale cyber-attack would severely disrupt services by preventing access information, payments and/or communication. This would have a tangible impact on citizens lives and greatly increase the potential for physical harm and even death due to the impact on service delivery
- A successful medium scale cyber-attack would have serious financial impact. The cost of recovery and repair (and potentially imposed penalties) is likely to exceed £10million
- Any loss of data (either through attack or accident) is likely to damage the council's reputation with the public who entrust us with their information
- The Public Services Network (PSN) & Health & Social Care Information Center (HSCIC) could impose operational sanctions which would be catastrophic for many services.

#### Existing Controls

First Line of Defence: Management Action

Prevention - Technical Controls

- Corporate firewall to monitor and control incoming and outgoing network traffic.
- Hard drive protection to prevent access to information on lost or stolen devices.
- Password policy in line with NCSC (National Cyber Security Centre) advice.

- Hosting in a tier three, ISO 27001 Certified datacentre.
- Secure e-mail (using NCSC Mail Check to maintain DMARC, SPF, DKIM and TLS configurations).
- Patching regime in place across entire estate.
- Annual health checks and penetration tests.
- Membership of South East WARP (Warning, Advice and Reporting Point) organised by the National Cyber Security Centre) providing up-to-date advice on information security threats, incidents and solutions.
- IT&D incident management process integrating data breach and cyber security incidents.
- Procurement of all new and changed applications is subject to review against IS and IG standards.

#### Prevention – Behavioural Controls

- The council's Behaviour Framework applies to all staff and includes under 'Behaving Professionally' the text "I handle confidential matters and information discreetly and within set guidelines (e.g. Data Protection, data sharing protocols).
- Online IG training is published on the learning gateway and cyber-security sessions delivered by the local police cyber-crime unit have been made available to all staff.
- A variety of guidance materials (including guidance on strong password creation, phishing and working from home safely during c-19) are published on the Wave.
- Privacy impacts assessments (PIAs) conducted for all new business process and systems involving personal information.

#### Recovery Controls

- Documented major incident process in place.
- Basic recovery procedures documented for major systems.
- Full backups of business data for all internally hosted application.
- Shared Orbis expertise - 5 CISSP (Certified Information Systems Security Professional) qualified staff working in the partnership.
- Managed relationship with ICO (Information Commissioners' Office).

#### Second Line of Defence: Corporate Oversight

- A suite of Information Governance Policies are regularly reviewed and approved by IGB.
- An information risk register is regularly reviewed by Information Governance Board (IGB) and the Senior Information Risk Owner (SIRO).
- The Senior Information Risk Owner (SIRO) is briefed monthly on areas of risk.
- The Information Governance Board ("IGB") oversees and provides leadership on Information Risk Management and obligations arising from legislation such as the Data Protection Act (DPA) 1998 & Freedom of Information (FOI) Act 1998.
- The Caldicott Guardians (Executive Directors Families, Children & Learning; and Health & Social Care) have corporate responsibility for

protecting the confidentiality of Health and Social Care service-user information and enabling appropriate information sharing.

- The Information Governance Team operates as an independent function to provide advice, guidance and oversight in key areas.
- Information Governance and Cyber Security receives oversight from the Audit and Standards Committee.
- A Joint Orbis Data Protection Officer (DPO) has been in post as of May 2018. This role assists in the monitoring of internal compliance, provides advice on data protection obligations and Data Protection Impact Assessments (DPIAs).
- Risk reviewed by A&S Committee in July 2019, January 2021.

**Third Line of Defence: Independent Assurance**

1. Internal and external IT audits provide an objective evaluation of the design and effectiveness of IT&Ds internal controls. An annual Internal Audit schedule is agreed with internal audit; some focus audits specifically on Information Governance (IG) areas, but all will cover some aspect of IG. The outcome of all audits is reported to the Audit and Standards Committee quarterly.

- 2021/22: Email Communication - personal and sensitive encryption (Reasonable Assurance), DWP/Searchlight System Security Compliance (Reasonable Assurance), PIER Application Control (Reasonable Assurance), Information Governance - Remote Working (Reasonable Assurance), IT Access Management (Reasonable Assurance), Network Security (Reasonable Assurance),?
- 2020/21: Cyber Security (Reasonable Assurance), IT Asset Management during Covid 19 (Reasonable Assurance), GDPR (Reasonable Assurance), Housing Management System Implementation (Partial Assurance)?
- 2019/20: ICT Compliance Framework (Reasonable Assurance), Mobile Device Management (Reasonable Assurance), Purchasing Card System (Reasonable Assurance), Main Accounting System (Substantial Assurance)

2. IT Health Check (ITHC) performed by a 'CHECK'/CREST approved external service provider – covering both applications and infrastructure assurance. The ITHC approach has been updated to include one standard annual check and one targeted solution specific check (e.g. the mobile service).

3. Continued assurance from compliance regimes, including Public Sector Network (PSN) CoCo (Code of Connection); NHS Digital Data Security and Protection (DSP) Toolkit; and Payment Card Industry Data Security Standard (PCI DSS).

Reason for Uncertain status for effectiveness of controls: Cyber threats are evolving to become more sophisticated and our growing dependence on technology means that the impact of a successful attack has greatly increased. Proportionate technical and behavioural mitigation of this risk may not prevent a highly sophisticated, persistent attack.

While we recognise the need for transparency and accountability, for the purpose of this report, information which may compromise security or in some way increase the organisation's vulnerability to cyber-attack may have been withheld.

Risk Action	Responsible Officer
Prevention - Technical Controls: Improve the Council's Information Risk Management process maturity. This will	Dan Snowdon

include elevating the visibility of the risk register, implementing technical solutions to improve information asset management and publicizing clear processes and guidance.

Comments:

November '23 Update

Core Information Risk Management processes (cyber risk assessments/risk register, DPIAs, etc) are in place.

Progress on further improvements is slow due to long term absence and team vacancy resulting in the team is operating at below 50% capacity.

IT&D risk policy suite has been review and re-approved/republished. Wave

guidance for Info Security, DP/GDPR and Records has been updated. A

Organisation retention scheduled is in development and due for draft release in December.

Prevention - Technical Controls: Review and improve user access controls (network and application access rights for starters, leaver and movers) via the Access Management project

Dan Snowdon

Comments:

Nov '23 Update

The Staff Data Hub is live with work completed on Pier and Active Directory integration.

Salto integration and form creation for ID badge in in design, but the project has been impacted by the sad death in service of IT colleague.

Pier data clean up activity underway with Directorates



Risk Code	Risk Description	Responsible Officer	Risk Category	Initial Rating	Revised Rating
SR18	The organisation is unable to deliver its functions in a modern, efficient way due to the lack of investment in and exploitation of technology	Executive Director Governance, People and Resources	Strategy, Finance & City Regeneration Committee	16	12
				L4 x I4	L3 x I4
<b>Causes</b>					
<p>The organisation is highly dependent on technology for the delivery of services. However, technology requires ongoing financial investment to keep pace with the expectations of staff and customers and avoid technology failures which lead to disruption to services.</p> <p>Investment can be sub-divided into 5 key areas:</p> <ol style="list-style-type: none"> <li>1. Investment in foundational technology: ensuring a reliable and secure infrastructure</li> <li>2. Investment in 'end user' technology: provide appropriate device, corporate systems, and office productivity tools</li> <li>3. Investment in business applications: ensuring service owned systems are fit for purpose</li> <li>4. Investment in digital transformation: enabling modernisation programmes to develop and utilise new digital approaches and technologies</li> <li>5. Investment in leaderships and staff: improving our leaders and staff's tech competencies and ensuring the opportunities provide by technology are recognised and exploited</li> </ol>					
<b>Potential Consequence(s)</b>					
<ol style="list-style-type: none"> <li>1. Investment in foundational technology BHCC will be more vulnerable to cyber-attack (SR10) as well as regular service outages caused by systems failure. This will result in failure to deliver services, a loss of revenue, an increased risk to residents and a negative impact on staff morale</li> <li>2. Investment in 'end user' technology Lack of (or inadequate) end user technology will limit service ability to achieve relevant corporate plan objectives/make the required service improvements. It will also have a negative impact on staff morale and make it more challenging to attract and retain talent due to not meeting expectations of a modern working environment.</li> <li>3. Investment in business applications Continuing to run business specific applications which are not fit for purpose will limit service ability to achieve relevant corporate plan objectives. They will also put the organisation at greater risk of cyber-attack (SR10) and raise risks associated with poor information management, accessibility, and interoperability with digital products.</li> <li>4. Investment in digital transformation</li> </ol>					

Digital transformation underpins the organisation's ability to deliver value for money services, provide excellent customer service and create organisational agility. Inadequate investment (and investment which that is not balanced across the multiple facets of digital - cultural change, process improvement and digital technologies) will lead to a failure to meet these corporate objectives. It will also have a negative impact on staff morale and negatively impact the council's and city's reputation as a digital city.

#### 5. Investment in leadership and staff

Managers and leaders require support to understand the implications of new technologies and how they can be utilised. Staff will need to be supported to become more digitally curious and engaged and have the confidence to adopt new ways of working. Without the investment to support these changes, the value of any investment in technology will be lost.

### Existing Controls

#### First Line of Defence: Management Action

##### 1. Investment in foundational technology

a. Planned annual capital investment in foundational IT (a share of £1M split between foundational and end user technology) is managed through a structured capital investment programme Foundational IT (FIT), formally 'Digital Organisation Programme (DOP) with the appropriate programme structures and artifacts and oversight via the Corporate Modernisation Board (CMDDB)

b. Exceptional capital investment is approved at CMDDB and managed alongside planned capital investment.

c. Investment programmes to date have delivered multiple new capabilities including - off site, secure Data Centre storage (ODC); Platform migrations (Citrix and Windows10), a GDS (Government Digital Services) security accreditation mail service, ubiquitous wi-fi capabilities across all BHCC offices, and remote working service (AOVPN) for the entire workforce

##### 2. Investment in 'end user' technology

a. Planned annual capital investment in 'end user' technology (a share of £1M split between foundational and end user technology) is managed through a structured capital investment programme Foundational IT (FIT), formally 'Digital Organisation Programme (DOP) with the appropriate programme structures and artifacts and oversight via the Corporate Modernisation Board (CMDDB)

b. Exceptional capital investment is approved at CMDDB and managed alongside planned capital investment.

c. Investment programmes to date have delivered multiple new capabilities including – the creation of a new mobile service and the introduction of 1800+ iPhones/tablets and the introduction of 3,000 new laptop devices.

##### 3. Investment in business applications

a. With oversight from CMDDB, investment in the Eclipse programme (£2.8M) to replace the core social work case management system.

b. Investment in the replacement of the housing management system.

##### 4. Investment in organisational transformation

a. With oversight from CMDDB, investment via the Digital Customer programme (£1.7M) has sponsored multiple digital transformation projects including corporate web migration, MyAccount, Customer Index/Viewer project and the Contact Management project

b. Ad hoc digital improvements were made as part of the Covid response including the Clinically Extremely vulnerable (CEV) App, Community Hub app, Free school meals app, PPE form, Homeless food delivery, Discretionary grant application, Business grant application, etc

5. Investment in leadership and staff

a. Leadership Network is a forum for developing leaders

Second Line of Defence: Corporate Oversight

1. Corporate Modernisation Delivery Board (CMDDB) oversees the alignment of programmes and projects to the Corporate Plan aims and review any gaps. This includes the oversight of the Foundational IT programme (FIT), Digital Customer programme and the Future Ways of Working programme
2. Executive Leadership Team (ELT) have oversight of the biannual staff survey and specifically the relevant indicator 'I have access to the equipment, systems & resources I need to do my job effectively' (2021: 71%, 2019: 57%, 2017: 55%)
3. Tech & Digital Board in place to review progress, identify interventions where strategic changes on IT are required, and produce a re-focused strategy that aligns the needs of services
4. 31Ten are providing consultancy around digital strategy.
5. Silversands have provided assurance around Microsoft 365.
6. The A&S Committee reviewed this risk in January 2021 and July 2019.

Third Line of Defence: Independent Assurance

1. Internal Audit:

- \* 2022/23: Housing Management System (follow up) (Reasonable Assurance) ; Public Sector Bodies Accessibility Regulations (follow up) (Reasonable Assurance)
- \*2021/22: MCM Housing Repairs Application (Reasonable Assurance), Public Sector Bodies - Website & Mobile Applications - Accessibility Regulations (Partial Assurance)?
- \* 2020/21: Care System Replacement Project – Eclipse (Reasonable Assurance), Housing Management System Implementation (Partial Assurance), Cloud Computing (Reasonable Assurance), IT Access Management (Partial Assurance)?
- \* 2019/20: Mobile Device Management (Reasonable Assurance), Surveillance Cameras (Partial Assurance)
- \* 2018/19: Digital First (Minimal Assurance), Housing Management System Replacement (Reasonable Assurance), Care management system re-procurement (Reasonable Assurance)

Risk Action	Responsible Officer
Investment in 'end user' technology - Foundational IT Programme: Deployment, adoption and training of new information management tools (Microsoft365) to replace personal/shared drives & wave	Dan Snowdon

Comments:

Nov '23 Update:

Training sessions for the core MS365 products (Teams, SharePoint and OneDrive) continue with oversight from the Digital Organisation programme.

80% of users migrated to OneDrive. SharePoint migrations continue.

Investment in 'end user' technology - Foundational IT Programme: Strategic Telephony Review	Dan Snowdon
<p>Comments: Nov '23 Update: Procurement activity for MS Teams telephony and cloud-based contact centre telephony has commenced</p> <p>A deployment project has been initiated and is developing an engagement and discovery plan including the distribution of a Telephony Survey in Nov/Dec</p>	
Investment in business applications: Strategic review of HR & Financial information systems	Nigel Manvell
<p>Comments: A review of the council's current HR/Payroll and Finance corporate information systems was completed in March 2022 supported by SOCITM advisory. A report was taken to Policy &amp; Resources Committee on 29 July 2022 recommending that the council proceed to procurement of replacement corporate systems with an ERP solution and setting out the strategic objectives expected to be addressed through replacement of current systems.</p> <p>A programme board has been established since September 2022, principally focused on developing the specification and driving the procurement process over recent months, again with support from SOCITM advisory. Six companies have indicated they will submit tenders and these are due back by the end of August. The tender evaluation process is due to be conducted during early September with potential award being recommended to the October Strategy, Finance &amp; City Regeneration Committee for approval.</p> <p>A key issue is to ensure that contracts with existing suppliers can be extended to cover the implementation phases for the replacement system/s. This is not expected to be a concern for the current financial system but the HR/Payroll supplier has a more challenging stance with regard to shorter term contracts of less than 3 years.</p> <p>Key risks for the programme are resourcing the significant level of highly technical IT, Finance, Project Management and HR/Payroll systems roles required for implementation which, if it is not possible to recruit, will involve engaging higher cost contractors. Another key risk is the impact of implementation on 'business as usual' services which can often be negatively impacted by major programmes, partly because many key staff will transfer over to programme implementation roles and partly because of the complexity of the programme.</p>	
Investment in digital transformation - Digital Customer: Implement a series of digital improvements to the online customer experience	Dan Snowdon
<p>Comments: Nov '23 Update: Recruitment for key posts has stalled due to absence. While this has had impact on delivery, the following has been achieved: - Address Data lookups feature completed – mitigates manual entry of addresses</p>	

for customers in My Account

- Mendix and Boomi upgrades completed for sustainability
- Corporate Person extended to CTax changes in My Account
- Regeneration website refresh complete and with service for signoff

Focus for the coming period includes:

- Prioritisation approach engagement with stakeholders
- Completion of Website (Drupal 10) Platform Upgrades for improved functionality and sustainability
- Regeneration & Fostering website content redesign Go Lives
- My Account & Parking permit customer improvements list

Investment in leadership and staff: Establish a digital skills framework for BHCC and ensure the appropriate learning & development solutions are made available and communicated to all staff

Donovan Mcfarlane

Comments:

Oct- 23:

Business case to be submitted for Digital inclusion following completion of pilot next steps to be determined to understand the best steps to get digital access for all - Nov 23

Digital matrix created and awaiting approval. Digital learning paths and digital learning objectives being scoped across the learning paths categories.

Digital personas being created to bring to life the learning paths.

Business case to be submitted to the DDaT board regarding learning paths, connecting you team, digital Organisation manager. – Nov 23

Timeline for learning paths and release to be ascertained.

Pilot groups for learning paths to be utilised.

Jul- 23: Utilising the DDaT Strategy and working with the DDaT board to create digital up-skill for all BHCC employees.

All front line staff to have log ins and receive basic digital training. Further digital levels through a learning matrix will be devised and services will be on a journey of being digitally up skilled, leading to exceeding customer satisfaction across the council.

Pockets of digital innovation will be highlighted and amplified.

Dec-22: Establishing a digital learning framework for 3 levels of the organisation:

Inclusion, Confidence and Innovation. Liaising and utilising the Digital Inclusion policy learning plans, Connecting You, the 31Ten report and IT&D is underway.

Piloting the 3 levels with the Brighton residents parking group should mean robust plans have commenced by mid quarter 1, 2023.

May-22: This is currently being scoped and we are utilising the Government Digital Skills Framework. We are identifying service champions to support this work, but there have been delays due to capacity issues and change of personnel in L&D to support scoping and design.

Risk Code	Risk Description	Responsible Officer	Risk Category	Initial Rating	Revised Rating
SR32	Challenges in ensuring robust & effective health & safety measures, leading to personal injury, prosecution, financial losses, or reputational damage	Director of Human Resources & Organisational Development	Strategy, Finance & City Regeneration Committee	16	12
				L4 x I4	L3 x I4

#### Causes

To ensure that the council meets the requirements of law and controls the likelihood and impact of risks which have potential to cause harm to residents, visitors and stakeholders there must be robust oversight of arrangements in delivering services and procuring goods to meet health and safety (H&S) legislation and other regulatory requirements. This includes responding to the global COVID-19 pandemic to ensure the safety and health of our staff and residents of the City. This is challenged by reducing resources, increasing demands and changes to our operating environment, and increased focus by regulators.

#### Potential Consequence(s)

- Actual and potential harm
- Ability to respond to COVID-19 involves new skills and increased pace of Response
- Custodial sentences for duty holders
- Fines and litigation
- Resources not well directed with implications for efficiency
- Decisions made are challenged
- Increased costs of rectifying mistakes
- Financial stability of organisation compromised
- Reputational damage.

#### Existing Controls

First Line of Defence: Management Controls

1. Health & Safety (H&S) policy which sets out roles, responsibilities and arrangements
2. Access to competent advice (Health & Safety team) including technical fire safety and lead investigation of all health & safety incidents
3. Safety management framework - Team Safety. Link to HR processes e.g. working time directive returns which triggers risk assessment for the individual
4. Deployment of H&S expertise to support high priorities identified e.g. COVID-19 response; staff support to Housing and City Environment Management (CEM)
5. H&S Training core programme (online learning and face to face where essential)
6. Fire Risk Assessments (FRAs) in place on council buildings with a programme of review which is monitored by Head of Health and Safety and AD Property and Design
7. Wellbeing Steering Group coordinated by Health & Safety with membership including workforce reps identifies targeted support for staff through feedback and links to local and national campaigns

8. Housing Fire Health and Safety Board (Council, ESFRS) continue to oversee co-ordination of resources and manage actions through to completion. Ongoing monitoring of outcome of Grenfell Public Inquiry and any potential implications for the council relating to housing. The enforcing authority are supportive of the council's approach and have developed joint partnership working to assessing and managing fire risk.

9. The Assurance Group has been re-established and has oversight of the health and safety strategic action plan. The response to Covid continues to impact on officers' capacity across the council and is delaying the progression of some of the activities outlined in the plan.

10. H&S Membership at Safety Advisory Group/Major Incident Support Team (MIST)

#### Second Line of Defence - Corporate Oversight

1. COVID-19 Regular meetings: COVID-19 Recovery Working Groups covering specific aspects (e.g. PPE and Ways of Working); and Directorate Consultative Meetings with Unions (separate School Union meeting) take place regularly.

2. The Corporate H&S Committee is being reformed as the Corporate (H&S) Consultative Forum with new dates being planned from November 2021.

3. Corporate H&S Team assess assurance levels for general H&S based on H&S Checklists linked to Team Safety plans. Risk profiling is underway across all directorates and will be used to inform future audit programs. Assurance work ongoing in relation to quality checking school and council services COVID-19 risk assessments and arrangements.

4. H&S audit programme has been paused because of COVID-19 and will be re-assessed as part of the wider COVID-19 Secure assurance work and review of the H&S Strategic Action Plan. The new audit plan is underway with the first stage being undertaking corporate risk profiling. This is underway across all directorates and the findings will be used to inform prioritised and targeted audits.

5. Housing, Fire, Health & Safety Board meets regularly includes representation from East Sussex Fire & Rescue Service, the council's Health & Safety, Communications and Building Control Teams and housing managers

6. The Economy, Environment and Culture health & safety board oversees co-ordination of resources to manage risk and emerging safety issues

7. Community initiatives partnership, chaired by East Sussex Fire and Rescue Service. Membership includes relevant BHCC services and third sector agencies.

Governance and escalation through Members existing governance structures

8. Ongoing assurance will be managed through the health and safety strategic action plan, in particular the corporate risk profiling is a key activity. Information obtained from the corporate risk profiling will be available for external parties undertaking inspections and quality assurance.

9. Reviewed at Audit & Standards Committee in January 2021 and September 2019.

#### Third Line of Defence: Independent Assurance

1. Post Grenfell tragedy (June 2017) information required by Ministry of Housing Communities and Local Government (MHCLG) in relation to council owned blocks was provided. The Council provide data to MHCLG on private sector blocks visual inspections.

2. East Sussex Fire & Rescue Service (ESFRS) Regulatory Reform (Fire Safety)

Order - ESFRS undertake citywide audits according to a prioritised programme which includes a range of council buildings. No inspections of council buildings have led to the need for enforcement action. All Council high rise buildings have been visited by ESFRS.

3. A Notice of Contravention issued by the HSE in response to their investigation into the fatality in a school Feb 2019 outlined necessary action. The council have responded to the NOC and no further comment has been provided by the HSE.

4. HSE Control of Vibration unannounced inspection in City Parks in October 2017, linked to national focus on work related health. Areas for improvement identified which has led to development of an action plan with assigned leads and timescales for action. HSE responded to RIDDOR reports specifically on vibration in March 2018 visiting City Parks and City Clean. A request for an update on progress was responded to in October 2020.

5. After Inquest re. fatality of a council employee in 2018 the BHCC Coroner issued a Regulation 28: Report to Prevent Future Deaths in March 2019. Head of Health & Safety and Senior Lawyer prepared a letter in response to outline the activity of the council to address the issues raised within the Regulation 28 Report, and our plans to address the long-term corporate issues. This is managed through the Health & Safety Strategic Action Plan.

6. Royal Society for the Prevention of Accidents (RoSPA) undertook an independent audit of BHCC's health and safety framework and arrangements between 1-3rd and 10th December 2020. Final report issued from RoSPA February 2021. Key elements from the RoSPA report have been included in the strategic action plan.

7. Ofsted and CQC undertake statutory audits of schools, educational settings and care homes and care services.

8. Internal audit:

\*2021/22: Property and Design - Corporate Landlord (Reasonable Assurance)

\*2022/23: Health & Safety (Partial Assurance)

Risk Action	Responsible Officer
Deliver the health and safety strategy 2023-2027	Janice Percy

Comments:

Delivery of the actions set out in the health and safety strategy continues. Two directorate plans have been approved (HASC and HNC) with the remaining directorates nearing completion. 33 Members of the Executive Leadership team (ELT) and Directorate Management Teams have been registered to complete accredited health and safety for leaders training, IOSH for Executives and Directors. Only eight remain in progress with weekly updates being provided to the Chief Executive.

The health and safety policy has been updated to reflect changes in the leadership of the council. The policy has been approved by the Chief Executive and endorsed by the Leader of the Council and the newly appointed elected member lead for Health and Safety.

A review of progress on delivery of the strategy is underway to ensure it reflect priorities outlined in the newly published Council Plan. A report will be taken to ELT to agree future priorities and approve any changes



Invest in building and fire safety to meet new duties under the Building Safety Act and ensure we are compliant with Health & Safety.	Martin Reid
<p>Comments:</p> <p>Progress to date:</p> <ul style="list-style-type: none"> <li>- Building Safety Registration national requirements information has been completed. Now preparing next steps to meet Building Safety Registration legislation 2, which will need completing by March 2024.</li> <li>- Requirements to meet stage 1 of the Fire Safety (England) regulations to be documented has now been completed.</li> <li>- Action plans are now in place aligned to the key priority actions in the Housing Health &amp; Safety Action Plan 2023/24 for gas, water, asbestos, lifts, and fire risk. A gap analysis has been prepared on all these areas and the requirements are now being actioned with a target date of March 2024.</li> </ul> <p>Measures of success:</p> <ul style="list-style-type: none"> <li>- Review capacity requirements and procurement options by April 2024</li> <li>- Building Safety Registration national requirements information requested completed by September 2023</li> <li>- Requirements to meet stage 1 of the Fire Safety (England) regulations to be documented by March 2024</li> <li>- Finalise action plans aligned to key priority actions in the Housing Health &amp; Safety Action Plan 2023/24 for gas, water, asbestos, lifts, and fire risk by March 2024</li> <li>- Appoint consultant to support delivery of the action plans by December 2023</li> <li>- Deliver the action plans according to timelines up to April 2025</li> </ul>	

Risk Code	Risk Description	Responsible Officer	Risk Category	Initial Rating	Revised Rating
SR24	The council is unable to provide an effective welfare support response to households facing financial hardship.	Chief Finance Officer	Strategy, Finance & City Regeneration Committee	12	9
				L4 x I3	L3 x I3
<b>Causes</b>					
<p>During the cost of living crisis, there have been continuing implications for demand and staffing levels within services, including advice, welfare support, rent collection; council tax collection, and pressures on social services and homeless services. The voluntary sector is also reporting a high level of strain on their resources. Crucially the Council response was significantly bolstered by the government's HSF/Household support Fund (£4.3m for 2023-24) but we have a high risk of a cliff edge drop in funding, as no further HSF is confirmed for 2024-25. We have received three previous 6 month tranches of HSF, but the amount has been static even while inflation reached double figures and eroded the value to the city. Alongside this, two key mechanisms of direct resident support are now funded by HSF, when they used to be core-funded by the council – the Local Discretionary Social Fund (the help fund itself, alongside some of the staffing costs), and the Discretionary Council Tax Reduction pot, which is used to “top up” residents’ council tax reduction, when they’re struggling. If the HSF is not repeated for 24-25, these functions will either cease or have to be funded another way. A large chunk of HSF also goes towards Free School Meals in the school holidays. And further funds are given to the voluntary sector for fuel support schemes and crisis support directly in the community.</p> <p>The new Cost of Living strategy will help to establish how services will operate to support vulnerable households throughout the winter of 2023/24 and beyond.</p> <p>Against this backdrop, the DWP will finally be implementing managed migration of legacy benefit cases (for example Housing Benefit cases) onto Universal Credit, by the end of 2024/25. There is an uncertainty around this that will add resource pressure to services within the council and out in the voluntary and advice sector.</p>					
<b>Potential Consequence(s)</b>					
<p>Increased knock-on service pressures on housing, social services and voluntary sector providers such as food banks and money advice services.</p> <p>Increased volume of Council Tax Reduction and Universal Credit claims in response to the Cost of Living crisis.</p> <p>Increase of food poverty, fuel poverty, money flow, property rent arrears, and growing Council Tax arrears</p> <p>Increased pressure on mortgage payments due to rising interest rates, vs a lack of specialist housing advice in the voluntary sector, and no adequate financial support to cover the rises.</p> <p>Significant extra pressure on local discretionary budgets and funds.</p> <p>Decreased rent and Council Tax collection.</p> <p>Sudden expiry of £4.3m Household Support Fund means -</p> <p>- no free school meals in the holidays</p>					

- no LDSF without identifying additional funding (fund is £1.4m, and prior to covid it was £0.180m)
  - no crisis support for those below poverty line
  - a defunding of crisis support and fuel initiatives in the voluntary sector.
- Increased cost and resource burden on statutory services, including Housing/homelessness prevention, FCL and care costs/HASC

### Existing Controls

#### First Line of Defence: Management Actions

- a) BHCC Local Discretionary Social Fund (LDSF) provides assistance with emergency food vouchers, fuel etc. (currently topped up by Household Support Funding).
- b) Community Hub deals with requests for help from the public. Referral routes now established to welfare rights, money advice, energyworks, food banks, etc.
- c) Mature links with Community & Voluntary Sector (CVS) at a strategic and operational level ensure an appropriate city-wide response with additional funding from Household Support Funding.
- d) £4.2m Household Support Fund for specific support providing multi-organisational support for residents from 1 April 2023 to 31 March 2024. The future of the scheme is uncertain as the government has not announced a continuation beyond March 2024. The Autumn Statement may or may not provide clarity on the issue.
- e) The council's welfare support service including Welfare Rights, LDSF, community hub, debt advice, and benefit cap support, will deal with new cases coming in, as per current procedures.
- g) Updated Cost of Living Plan, currently out for consultation until 31 October 2023.
- h) Regular reporting to committee on Cost of Living strategy and response.

#### First Line of Defence: Management Controls

1. Cross service and multi-agency strategic meetings to co-ordinate full range of welfare responses (for example Welfare Support and Financial Assistance meeting, Food Insecurity Group, Mental Health and Debt Steering Group).
2. BHCC Welfare Rights, Welfare Reform and Discretionary Help and Advice teams (Community Hub) monitor welfare changes and coordinate a corporate response to them.
3. Ongoing meetings are held with Department for Works Pensions (DWP) about change to Universal Credit (UC) and how we respond to vulnerability.
3. Council Tax Reduction (CTR) rules can be set and changed by the BHCC. Revised scheme from April 2022 moved to an earnings banding scheme.
4. Provide case-working support directly to customers most significantly affected by the changes, e.g. benefit capped, or contesting a DWP benefit decision, or being given benefit advice and support.
6. Regular links maintained with advice and voluntary sector so impacts on citizens can be judged and assessed.
7. Corporate Debt Policy has now been embedded and is being mainstreamed. As part of this, the welfare support function is linked in to ensure sensitive and ethical debt collection.
8. Various discretionary welfare funding streams are being carefully monitored and adjusted using temporary funding to respond to changes in demand.

Second Line of Defence Corporate Oversight:

1. Executive Leadership Team (ELT)
2. Full Council
3. Policy & Resources Committee
4. Regular review by A&S Committee.

Third Line of Defence Independent Assurance:

1. Internal Audit:

\* 2021/22: Welfare Discretionary Funding (Reasonable Assurance), Housing and Council Tax Benefits (Substantial Assurance).

2. Department for Work & Pensions (DWP) oversee distribution of the Household Support Fund.

Reason for Uncertainty of Effectiveness of Controls: The significant economic, business, social and welfare impacts of the recovery from Covid-19, the Ukraine crisis, global fuel and food costs, and national inflation alongside rising interest rates. The existing known difficulties and constraints for BHCC and its partners to deliver financial welfare support, in terms of resourcing and identifying specific vulnerable households in the city. A government decision to discontinue the £20 pw Universal Credit top-up beyond September 2021, plus increases in fuel, food, rental and mortgage costs.

Risk Action	Responsible Officer
Continually review food insecurity and health implications via the Food Insecurity Group.	Angela Blair

Comments:

1. 'Food Insecurity Group' continues with change in BHCC lead as the current lead leaves role for new job. This change presents risk as capacity is limited as we approach highest demand period of winter. An adult social care representative has been requested to ensure best practice when encountering issues with safeguarding and adults with complex needs.

2. Any future HSF funding likely to be announced in the Autumn Statement on 22 November. Household Support Fund (4) and COMF underspend funded work continues until March 24 including BHFP support to the Emergency Food Network; Impact Initiatives Food Access Service; Funding for CVS organisations providing emergency food; parking dispensations for volunteers delivering emergency food and the translation of food bank information.

3. An action plan has been developed from the 'Food access needs of Black and Racially minoritised communities and refugee and asylum seekers' report findings. Communications of the actions and BHCC website information to be completed after Cllr briefing in October.

4. Need to start planning comms, to encourage donations in preparation for this winter through the Cost Of Living #foodsos campaign and crowdfund and to link to COL action plan where possible. Request has been made for any BHCC buildings available over winter for storage for food donations.

5. Work is ongoing and has no end date as such. There is a risk with insufficient funding that effective controls are unable to continue. There is no indication that there will be Household Support Fund at end March 2024. Longer term ambitions are to consolidate shared outcomes with appropriate budgets for this work so that it can be dynamic and preventative.

Continually review impact of Universal Credit (UC) and prepare for migration of remaining cases

Paul Ross-Dale

Comments:

The DWP has been piloting Managed Migration of legacy benefit cases onto Universal Credit (cases where for example, housing benefit was still in payment) and has now confirmed a timetable that will see most legacy cases move to UC by the end of 2024/25. Ultimately, some cases are likely to remain on Housing Benefit, such as pension age, temporary accommodation and supported accommodation. Also, some cases where Employment Support Allowance is in payment will not be transferred until 2028/29. There is now an increased risk that the subsidy provided by government to administer Housing Benefit will reduce at a faster pace than the caseload, leaving an administrative burden and cost on the local authority. This could be exacerbated by the fact that we anticipated making savings next year, but the DWP delay in migration means that these savings may have to be implemented before migration has been achieved.

We continue to monitor developments in relation to UC migration, and we link up council services with the Voluntary and Community Sector via the Welfare Support and Financial Assistance group. This ensures that that the council can identify and respond to issues of local or national significance. DWP joint working is also a feature of the Welfare Support service. As we approach Managed Migration, we will pay particular attention to the impact on the advice sector in the city, which is already at capacity, alongside advice functions within the council's own services. If residents are unable to move successfully onto UC, there could be a knock on impact on statutory services.

Keep relevant staff and stakeholders up to date with information as it becomes available

Paul Ross-Dale

Comments:

The established working relationships on an operational level have strengthened during the pandemic, linking key teams in the Welfare, Revenues & Business Support service with others involved with supporting vulnerable people in maximising their finances, and maintaining their tenancies, for example Housing Income management, Housing options, Adult Social Care, Communities Equalities & Third sector and the Family Information Service. There are also strong links with the local Jobcentre Plus via a DWP partnership manager, Jobcentre managers and work coaches. Welfare Rights staff (in Welfare, Revenues & Business Support) reach out via the Welfare Support and Financial Assistance group into the voluntary advice sector and provide training for council teams and external advisors. There is also a strand of work exploring the pathways between debt and mental health services, and this is drawing together new stakeholders in a productive discussion. The risk end date has been extended because the

government timetable for welfare reform (specifically UC) has been extended.  
Work will continue throughout 2024 and beyond.

Risk Code	Risk Description	Responsible Officer	Risk Category	Initial Rating	Revised Rating
SR30	Not fulfilling the expectations of residents, businesses, government, and the wider community that Brighton & Hove City Council will lead the city well and be stronger in an uncertain environment	Chief Executive	Strategy, Finance & City Regeneration Committee	12	8
				L3 x I4	L2 x I4
<b>Causes</b>					
<p>Fulfilling the expectations of business, government and the wider community that Brighton &amp; Hove City Council will lead the city well and be stronger in an uncertain environment. Whilst the council has already established effective partnership arrangements to benefit the city such as Brighton &amp; Hove Connected <a href="http://www.bhconnected.org.uk/">http://www.bhconnected.org.uk/</a>, the City Management Board (CMB) find out more via <a href="http://www.bhconnected.org.uk/content/city-management-board">http://www.bhconnected.org.uk/content/city-management-board</a>; Greater Brighton Economic Board (GBEB) find out more via <a href="https://greaterbrighton.com/about-us/introducing-the-economic-board/">https://greaterbrighton.com/about-us/introducing-the-economic-board/</a>) and wider city regional based leadership, if it does not 'step up to the mark' and embrace its role for Placed Based Leadership the council may be perceived as less relevant to business and wider community and others due to factors such as:</p> <ol style="list-style-type: none"> <li>1. Brexit's implications &amp; opportunities for the city's economy resulting from the UK exiting the EU given the current trade profile where 45% of Brighton &amp; Hove's trade is with the EU and 79% of this service is service exports. Brighton &amp; Hove is the 9th largest city in the UK for the value of service exports per job (source: Centre for Cities, How do cities trade with the World? April 2019)</li> <li>2. Other economic uncertainties include the changing shape of retail and the high cost of housing affecting recruitment and retention of workforce across all economic sectors</li> <li>3. Reduced council expenditure and changes to the traditional municipal model</li> </ol>					
<b>Potential Consequence(s)</b>					
<ul style="list-style-type: none"> <li>* Our civic institutions are unable to provide effective leadership to the city</li> <li>* Adverse impact of economic uncertainty and social change on wellbeing, community cohesion and opportunities for citizens so that City Wealth reduces</li> <li>* Business cannot grow</li> <li>* Inequality grows</li> <li>* Fragmentation of communities</li> <li>* Fragmentation of framework for public service institutions</li> <li>* Uncertainty over long term funding and rising health and social care demands makes delivery of public services very challenging</li> <li>* Lost opportunity to position the city as a positive place to attract businesses and employees who will benefit city growth</li> <li>* Reputation of council suffers as civic leadership role in the city</li> <li>* Citizens and businesses have less confidence in engaging with the council</li> </ul>					
<b>Existing Controls</b>					

#### First line of defence: Management Controls

1. Partnership structures, including City Management Board, Greater Brighton Economic Board, Thematic partnerships to further develop shared community leadership of the city.
2. City Management Board are not decision making but they are important influencers and it is an effective way of putting strategic issues on the radar of public authorities.
3. Brighton & Hove Connected is a network of community & voluntary organisations and businesses in the city.
4. Corporate governance and processes to manage existing council business, eg Performance Management Framework (PMF).
5. Fair and Inclusive Action Plan and Directorate equality plans

#### Second Line of Defence: Corporate Oversight

1. Full Council
2. Policy & Resources (PR) Committee has oversight of key budget and policy decisions and all reports have a financial, legal and community impact assessments.
3. Health & Wellbeing Board have similar assurance functions as the PR Committee.
4. Local Government Association ad-hoc guidance and peer review
5. Corporate Modernisation Delivery Board and the Executive Leadership Team (ELT) oversee the application of the Performance Management Framework.
6. Policy Chairs Board oversight of issues of policy.
7. Corporate Equality Delivery Group
8. Tourism, Equality, Communities and Culture committee
9. Equality and Inclusion Partnership.
10. Sussex Resilience Forum
11. Community Safety Board
12. Safeguarding Adults Board and Safeguarding Children's Board
13. Two Independent Persons on the Audit & Standards Committee.
14. Audit & Standards Committee reviewed this risk in January 2020 and January 2021.

#### Third Line of Defence: Independent Assurance

1. HM Government
2. External Audit reviews of financial position of the city council - June 2019.
3. Inspectorate reports e.g. Ofsted 2018 - Children's Services - Good Judgement; and Ofsted focused visit in February 2020 looking at services to children in need and child protection plans resulted in positive comment.
4. LGA peer review Equality Framework for Local Government.
5. Investigatory Powers Commissioner – reviewed the use of investigatory powers (2018)
6. Internal Audit
  - \* 2021/22: Major Capital Projects - Brighton Centre / Black Rock (Reasonable Assurance)
  - \* 2019/20: Brighton Centre (Reasonable Assurance)
  - \* 2018/19: Royal Pavilion and Museums (Partial Assurance), Seafront Investment Strategy (Reasonable Assurance)



Risk Action	Responsible Officer
Continue effective collaboration with health & social care within the city to achieve population health and wellbeing	Rob Persey
<p>Comments:</p> <p>Continuing and unprecedented resourcing and budget challenges across Local Authority, NHS and Community sector system partners is putting strain on our aim to improve collaboration through the new integrated care strategy. Existing transformation programmes aimed at improving integrated working and outcomes for our local population are needing to be reviewed in terms of ambition levels and delivery timescales. These current challenges are at the forefront of the work and responsibilities of our Health &amp; Care Partnership Executive Board as we review how we can further develop our Systems leadership and maturity to respond to the current unprecedented challenges in the external environment.</p>	
Develop and maintain the city's physical assets to meet future challenges, including climate change	Max Woodford
<p>Comments:</p> <ul style="list-style-type: none"> <li>- Major regeneration and infrastructure projects reported to committee every 6 months</li> <li>- A Sustainable Infrastructure working group is being established by the new Chair of the Board, succeeding the previous Infrastructure Panel which oversaw the delivery of Energy and Water Plans for Greater Brighton.</li> <li>- A Net Zero action plan was agreed by the Board in July 2022 as an overarching document for GB actions towards net zero including the GB10 pledges, retrofit housing taskforce and hydrogen strategy.</li> <li>- A Hydrogen Strategy was approved by the Board in February 2023 setting out how to support hydrogen development and to secure economic benefit for regional hydrogen growth, production and use.</li> <li>- A 100-year City Downland Estate Plan agreed in December 2022 with a focus on what can be achieved in the next 10 years and including a 2-5 year rolling capital investment programme.</li> <li>- Collaborative feasibility research and business case commissioned with the Culture Alliance to protect and develop cultural spaces through a Culture Land Trust for the City</li> <li>- A Cultural Strategy to be commissioned to address broader opportunities to develop and sustain cultural infrastructure</li> <li>- Agent of Change principles being applied to planning applications that effect grassroots music venues in the city and ongoing support to the Music Venues Alliance Brighton.</li> <li>- Allocation of Shared Prosperity funding to support cultural organisations with buildings to improve the perception of hyper-local areas through small capital investment.</li> <li>- A new Highway Maintenance contract in place from October 2022 and a risk-based approach taken to highway maintenance. A new Highway Asset Management Strategy was agreed in January 2023 and highway asset condition surveys underway to inform a prioritised programme of preventative maintenance work. A new asset management system is in the process of being deployed.</li> </ul>	

- Direction of travel for Local Transport Plan 5 agreed in March 2022 with a particular focus on becoming carbon neutral by 2030. The full LTP5 document is awaiting further development upon receipt of decarbonisation guidance from government. The council is now working on its new strategic transport model for the city, which will help inform future transport scheme development.

Development & Delivery of an Inclusive Cities Action Plan

Emma McDermott

Comments:

Previously there was a Collaboration Framework. Focus has shifted to developing an 3 years Inclusive Cities Action Plan as part of the council's participation in the national Inclusive Cities Programme and as its corporate commitment to being a City of Sanctuary and an anti-racist council ensuring equality of opportunity and access to services for all and the assets they are to the city. This was agreed with members and partners in late 2019. Development of the Inclusive Cities Action Plan was delayed in 2020 due to the pandemic. The Programme coordinators - COMPAS – the Centre on Migration Policy and Society within University of Oxford called a meeting with BHCC in September 2020 to update on the restart of the programme. The council's Lead Member for Equality and lead officer working on Inclusive Cities continued to attend the virtual Inclusive Cities programme meetings - November 2020, January 2021, May 2021 and as required by the national programme. COMPAS encouraged BHCC to complete its action plan by the end of the calendar year 2021. The Brighton & Hove taskforce met in January and April 2021 and an initial action plan was developed. Further work on the action plan including consultation on the draft was paused as staff resources were re-directed to the urgent resettlement of Afghan evacuees on the government's resettlement programmes and of Ukrainian refugees via the government's Homes for Ukraine Sponsorship Scheme or Family Visas. Work on the inclusive cities action plan restarted in Autumn 2022 when nine priority actions were approved by the Tourism, Equality, Communities and Culture committee. The councils work to support refugees.pdf (brighton-hove.gov.uk) Activity related to these nine priority actions has been ongoing and progress will be reported to the council's Equality and Human Rights committee on 13th October 2023.

Engage communities, communicate the council's priority areas and showcase our work to enable the city's strong prospects as a healthy place to live, work and do business, able to withstand challenges and grasp future opportunities

Alan Steeden

Comments:

A considerable amount of work has been undertaken since the last update to communicate and engage stakeholders on the council's Carbon Neutral 2030 programme specifically on (but not limited to):

- The first Local Transport Plan taking forward recommendations from the city's climate assembly - Active and sustainable travel ie Hanover LTN
- The launch of a practical guide for moving to a circular economy.
- Schools' 'Our City, Our World' environmental vision and climate change plan for the classroom and communities came together in a day of action about food and climate.

- The wilding of the former golf course at Waterhall,
- Planting of thousands of trees
- Upgrading nearly 700 boilers in council homes and trialling energy-efficient heat pumps, saving emissions and heating costs for residents.
- Brighton & Hove being one of the top five councils in the country for electric vehicle charging points, with over 300 installed
- Introduction of the first all-electric refuse truck in the south east.

Further comms activity is now planned on

- protecting biodiversity
- how we keep money in the local economy
- the social benefits of climate action, such as tackling the cost-of-living crisis and the health benefits from clean air.

We also want to better show the impact of our actions with regards to climate change.

A planned climate panel is also key to ensuring ongoing engagement with the city - this is being led on by PPS.

The communications team have aligned activity towards specific council priorities including:

- Public health – linking with the NHS on amplifying health messages and providing communications on healthy lifestyles, vaccinations and raising awareness of staying well during winter
- Housing and homelessness – producing our quarterly Homing In magazine to 11k council housing tenants, continued publicity of the Make Change Count and other information on rough sleeping services.
- The look and feel of the city – such as graffiti removal, seafront, parks projects and transport projects and initiatives
- Support low-income households – launching a cost-of-living appeal which since it's launch in May has raised £70k
- Promote equality and inclusion across the city – including updates on anti-racism, support for Pride, specific awareness days, and City of Sanctuary.
- Investment in regeneration – providing support to Madeira Terraces restoration project, Kingsway to the Sea project, promoting awards for Circus Street development and other regeneration schemes.

Specific communication campaigns and projects have been initiated to support emerging priority work on the cost-of-living crisis and Ukrainian refugees, alongside our existing campaigning work on the climate and biodiversity emergency.

In 2022 the Communications Team issued nearly 5k posts across it's network, with almost a 10% increase in post engagement compared with 2021.

The Policy team have set up a cross council policy network to identify ways in

which we could make better use of data and digital technologies to engage our diverse communities. A specification is being jointly drafted.

Ensure the council's Budget Strategy clearly communicates policy priorities, funding and resourcing and aligns with statutory agencies and other key institutions to better manage the risk

Nigel Manvell

Comments:

Jul-23: The Council Plan 2023 - 2027(A Better Brighton & Hove for All) was approved in July 2023. This provides a steer for prioritising budget decisions, including savings and investments, for the Medium Term Financial Strategy and Capital Strategy.

The 2024/25 budget setting process has commenced with very substantial predicted budget gaps set out in the 13 July 2023 Strategy, Finance & City Regeneration Committee report. This paints a very challenging picture that, without substantial additional government funding, will lead to a different set of budget proposals to those seen in recent years and follows on from an overspend of £3m in 2022/23 (the first significant overspend in the authority's history).

The Authority's reserves position is very low and therefore there is very limited ability to financially smooth the Medium Term Financial Strategy meaning that budget gaps will need to be addressed in order to avoid being unable to set a balanced budget which can have severe consequences up to and including a Section 114 notice which would place a stop on all new spending and contracts and non-critical spend.

The relaunch of the Local Strategic Partnership together with ongoing partnership working with the NHS will help to optimise the use of public sector resources where joint working and interventions are in place. This could include reciprocal funding or resourcing arrangements to help mitigate delivery risks.

Forming and sustaining strategic partnerships

Catherine Glossop

Comments:

The City Management Board continues to meet to collaborate, share information and align strategic plans. The launch of Brighton & Hove Connected is being planned and the steering group has met to agree the forward plan for the year ahead.

Next steps:

Formal launch - Autumn '23

Delivery of forward plan – Autumn '24

Measures of success:

Attendance at partnership meetings and events spin off activity

Joint initiatives developed and implemented with partners (such as the Cost of Living Summit)

BHC launch and website redesign

Full and active member of the Local Resilience Forum

Jo Player

Comments:

BHCC are active members of the local, Sussex Resilience Forum. Officers from the Emergency Planning and Resilience team attend the working groups and senior managers attend the executive group on a regular basis. A clear action plan has been developed setting out priority work for the group to undertake such as ensuring that emergency plans for each local authority are fit for purpose and that learning and development can be rolled out to ensure that staff are aware of their roles and responsibilities going forward. Several workstreams have been developed including, death management, weather and environment, events, communications and community resilience. The Sussex Resilience Forum links to local health resilience partnership and the Sussex health responders.

Programme to enhance the council's role to support the city economy and promote business

Max Woodford

Comments:

- New Economic Strategy being commissioned with a focus on place-based growth, the quality of employment and inclusive growth.
- Community Wealth Building programme action plan agreed by committee in January 2023.
- New Employment and Skills Plan in development.
- Visitor Economy Strategy expires end of 2023. A new strategy for 2024-2030 will be consulted on in the Autumn to be agreed by January 2024.
- Brighton & Hove is a regional partner in the Create Growth business support programme, increasing the capacity of small creative businesses to attract investment.
- Shared Prosperity funding supporting direct interventions and skills courses for job seekers in the city.
- The BHCC Circular Economy Route Map was published in June 2022, presenting an outline of milestones through to 2035 to take the council towards circular principles especially in construction.
- A regional Creative Industry Strategy in development in partnership with the Greater Brighton Economic Board, Coastal Partnership West Sussex, and West Sussex County Council to build a compelling vision for creative industry growth in the region.
- Cultural Strategy to be commissioned, including contribution of the cultural sector to economic growth.
- Financial and non-financial support being provided to businesses through the Shared Prosperity Fund to support innovative product and service development, strengthen local entrepreneurial ecosystems, and enable decarbonisation.
- Kingsway to the Sea regeneration programme was allocated £9.5m Levelling Up funding in Autumn 2021, planning permission was granted and enabling works started in December 2022. A reduced scope of project deliverables was approved by the SFCR Committee in June 2023 to manage the impact of significant construction inflation costs. Construction due to start on site Autumn 2023.

